


# The Mediating Role of Organizational Commitment in the Causal Relationship between Islamic Work Ethics and Psychological Empowerment with Job Performance of Employees of the Ministry of Sports and Youth


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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

In the methods section, the sentence "The face and content validity of the questionnaire items were confirmed by 8 management professors" could be enhanced by explaining the criteria used by these experts for validation and how discrepancies, if any, were resolved.

In the findings section, the explanation of Table 1 states, "Given the results obtained, it is clear that the distribution of data for the variables 'Organizational Commitment' and 'Islamic Work Ethic' does not follow a normal distribution." It is advisable to mention how non-normality was addressed in the analysis aside from using Smart-PLS.

In the introduction, the sentence "Work discipline, affection, justice, constructive socializing, counseling, humility, loyalty, service, tolerance are among the desirable ethical methods emphasized by Islam in organizational management..." should include citations from relevant Islamic management literature to strengthen the argument.

In the introduction, the sentence "Psychologists believe job performance is the product of human behaviors and argue that motivations and needs have an impact on individual performance..." should be supported by recent psychological studies to enhance its credibility.

In the findings section, Table 5 presents  $R^2$  values, but the text does not provide an interpretation of these values in the context of the study. It is recommended to explain what these  $R^2$  values imply about the strength of the relationships in the model.

In the conclusion, the statement "Managers of the Ministry of Sports and Youth are advised to foster organizational commitment among employees through a clear vision and mission statement framed within Islamic work ethics" could be strengthened by suggesting specific strategies or training programs based on existing literature.

In the discussion section, the sentence "Empowerment is about reinforcing individuals' beliefs and building confidence about themselves and their efforts towards the effectiveness of organizational activities" would benefit from a critical discussion of potential challenges in implementing empowerment initiatives in governmental organizations.

In the conclusion section, the sentence "Given the impact of psychological empowerment on organizational commitment, the Ministry of Sports and Youth's managers are suggested to support training programs for employees..." could include recommendations for future research to explore long-term impacts of such training programs.

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

In the introduction, the paragraph starting with "Organizations look for employees who can perform well in their roles..." needs to include more current references (post-2020) to support claims about the importance of job performance, especially in the context of sports management.

In the results section, Table 2 presents AVE, CR, and Cronbach's alpha values, but the text does not explain the threshold values used for these indices. It is recommended to include a brief explanation of acceptable values for each index.

In the discussion section, the paragraph starting with "Based on the results obtained from the analysis of the research model, it was evident that there is a positive and significant relationship between the variable of Islamic Work Ethic and the Organizational Commitment..." would benefit from comparing these findings with studies conducted in similar organizational contexts (e.g., other governmental organizations).

In the methodology section, the explanation of data collection tools mentions, "The questionnaires used included Ali and Al-Kazemi's (1988) Islamic Work Ethics..." It is recommended to include a rationale for selecting these specific questionnaires over other available tools in the field.

In the findings section, the discussion of Table 3 states, "The obtained factor loadings for indicators q55, q69, and q72 were less than 0.4, hence they have been removed from the model." It would be beneficial to explain the potential implications of removing these indicators on the overall model.

In the discussion section, the paragraph beginning with "Furthermore, based on the results obtained from the analysis of the research model, it was clear that there is a positive and significant relationship between the variable of Islamic Work Ethic and the Job Performance..." should discuss potential cultural or organizational factors unique to the Ministry of Sports and Youth that may influence these relationships.

In the methods section, the sentence "Structural equation modeling under Smart PLS3 software was used to investigate the research model and validate the hypotheses" should include justification for selecting Smart PLS3 over other SEM software like AMOS.

In the methods section, the sentence "Cronbach's Alpha and Composite Reliability (CR), which are the most important and well-known indices for evaluating reliability, were utilized" should include references to methodological literature that supports the choice of these indices.

In the findings section, Table 6 presents effect sizes, but the text does not discuss the criteria for determining the significance of these effect sizes. It is recommended to include a brief explanation of what constitutes a small, medium, or large effect size.

In the discussion section, the paragraph starting with "Additionally, the research model analysis revealed a significant positive relationship between psychological empowerment and job performance..." would benefit from discussing potential moderating variables, such as leadership style or organizational culture, that could influence this relationship.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.